

Miss Peony.

In 1916 our small field of peonies did exceptionally well and the buds sold for about \$600. I invested the proceeds in a new Model T Ford touring car, the first we ~~had~~ owned, for which I paid \$585 to the agent. There was a delay of several weeks in making delivery. The day after it was turned over to me, and before I had had an opportunity to learn how to operate it, the price was reduced to \$500. The \$85 I lost because of the way the Ford Company did business was not sufficient to justify going to court about it, but I sometimes wonder if other customers who received the same treatment had combined to see a test case through the courts, what the result might have been.

I had a small metal garage built for the car back of the house. Then for several week I took lessons in driving. Usually we went down to the speedway along the Potomac or out to Rock Creek Park. For me it was a severe trial and several times I was strongly inclined to give it up. As a matter of fact I knew later that the car was unusually difficult to drive and that ~~xx~~ both the engine and the breaks were defective, but I did not realize this until I had opportunities for driving other cars of the same and of different makes. I had it for nearly five years, and in all that time the engine was hard to start and never developed sufficient power to climb hills. No matter what the initial speed the engine would lose power, slow down, and sometimes stop half way up a hill inspite of anything I or anyone else could do. The spark plugs had to be cleaned regularly every month and breakbands renew every few weeks. The tires that came with the machine were rotten and there was a succession of blowouts on almost every trip. Its best running speed

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on the level was around twenty miles an hour, and down hill it would on rare occasions develop a speed of thirty-five miles, but in doing so would emit a deafening roar. Yet we were excessively proud of the machine and I took pride in keeping it washed and polished. Because it had been purchased with the proceeds of the peony crop we named it "Miss Peony," and on the panels between the side doors mother painted a large red peony. In it we were able to make frequent trips to Sunny Hill, taking with us a sufficient supply of groceries for our stay and bringing back supplies of vegetables and fruits.

In its fifth year I parted with it on short notice. One morning early I parked it next to the curb in front of my office. Soon afterwards it began to rain hard and steadily. I was extremely busy and did not leave the office until 6 p.m. It was getting dark and still raining. The machine was parked in a low place and water stood about it ankle deep. I set the levers--it was not equipped with a self-starter-- and waded into the water and began to crank. Nothing happened, not even a cough, although I was rapidly getting wet and out of breath. I cranked some more, and then some more, until I was completely exhausted. A colored man came along and I enlisted his services, with no better results. When he gave up I paid him twenty-five cents for his trouble. By this time it was dark and the street deserted. I walked a few squares and stopped a passing workman. He exhausted his strength, gave up, and I paid him. Fortunately a truck came along and I succeeded in getting it to stop and tow me home. As we started I put the machine in gear and let it grind. After going about a block a spark caught and the engine started. That night I decided that Miss Peony and

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I would have to part company.

The next morning before going to the office I succeeded in getting the engine started and I ran the car a few blocks up Connecticut Avenue to the agency of the Overland car and told the agent I was prepared to buy an Overland if he would give me a fair allowance for my Ford. He did and in less than half an hour he had the ~~Ford~~ and I had an Overland.

Miss Peony had run 17,000 miles in five years. I had kept strict account of first cost and cost of operation and repairs, and I now saw that ~~ix~~ she had cost me exactly 12 cents a mile. The little Overland was a vast improvement and ~~in comparison with the old car was~~ a delight to drive ~~it~~. It had a self-starter and was easy to start, it was almost noiseless, it had power and speed, held the road, the ~~breaks~~^e were effective, it was easy riding, and it was neat and attractive.

~~The~~ Bureau of Crop Estimates.

As previously stated the title of the Bureau of Statistics of which I was chief was changed to Bureau of Crop Estimates. The Monthly Crop Reporter was discontinued, and beginning with August 1914 ~~The Outlook~~ The Crop Outlook took its place. This was a simple bulletin form of publication, about half text and half statistical tables. It had been planned to include in it, besides the crop estimates, a review of weather conditions, short articles by specialists of the Department on the ravages of insects and other factors affecting crop production; in other words, the thought was to make it more of a departmental publication, rather than a publication of a single bureau, and to

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and to accompany the statistical material with some of the results of scientific research to be contributed by other bureaux. From the first we encountered difficulties. There was the difficulty of compressing the statistical tables within the limits of smaller pages, which usually meant using smaller type and making them more difficult to read. Then there was the difficulty of obtaining contributions from specialists of other bureaux who were absorbed in their own work and not particularly interested in a publication of another bureau. For the first and second issues I wrote much if not most of the text. Among the few contributions we got from other bureaux was one from Dr. T. N. Carver, the economist, that I have always regarded as a gem. It was entitled "What is the Use," and in it he discussed "What is the use" of doing anything that civilized people do that requires thought, time, effort, and expenditure of energy or money, as compared with the freedom of savages who are content to go without the things that call for such expenditure. Aside from this one contribution I can recall nothing more about the new publication except that it was a poor substitute for the old Crop Reporter, and after a sufficient number of protests came in it was discontinued and the Crop Reporter resumed.

Before the close of the year a schedule of crop reporting dates had to be made up, showing the day and the hour and minute for each month when a crop report would be released. Care had to be taken to see that none of these dates fell on a national or State holiday, or a day on which any of the commodity exchanges would be closed. When approved by the Secretary of Agriculture the schedules of dates was published and given wide distribution and publicity.

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The cotton reports were usually issued on the first or second day of the month beginning with July and ending with December. The reports on cereals and other crops were usually issued from the 8th to the 10th. The reports were based upon information supplied by about 30,000 township reporters, 3,000 county reporters, and many thousands of special reporters who gave information only about the special crops in which they were interested, and state reports from about forty-one state ~~statist~~ ~~xxxxxx~~ field agents. The reports of these last were based upon their personal observations and interviews as well as upon information supplied by a corps of personally selected and picked men who reported directly to them. All reports referred to conditions as they existed on the first day of the month. The county and township reports were received at the central bureau soon after the first of the month, those from the distant states coming in last. As received each set of reports was tabulated separately, so that the final results from one class of reporters could be checked or compared with those of another.

To prevent the possibility of information concerning a crop report from becoming known to any one except the employees of the department in advance of the time set for publication, elaborate precautions were taken.

The Holms and Hyde Cotton Scandal.

Some years previously there had been a notorious crop reporting scandal. A cotton broker in New York had established a connection with a trusted member of the Crop Reporting Board who, when the final figures had been agreed upon by the board, would step casually to the window of the board room and by raising or lowering the ~~curtain~~ curtain in accordance with a code

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of signals previously agreed upon, would make known to a confederate stationed outside the building what the report would be, and he in turn would rush to the nearest telegraph office and transmit the result to the broker in New York, who would receive it some minutes before it was released at Washington. The broker, having this advance information, was able to clear several hundred thousand dollars on the market within a few months. His competitors became suspicious, preferred charges, an investigation followed, ^{and} the guilt of the confederates established. They were arrested and then it appeared that there was no law under which they could be convicted and punished. However, the government harried them by repeated arrests and trials so that they were marked and ruined men and their ill gotten gains went to their lawyers.

At the next session of Congress a law was passed prohibiting any employe of the government having anything to do with the official crop reports from giving out advance information, from falsifying information, or from speculating in any product of the soil, under penalty of a fine of not ^{to exceed} ~~less than~~ \$10,000, or imprisonment for not to exceed ten years, or both.

As a further safeguard the sealed reports of the state field agents were sent by special delivery directly to the Secretary of Agriculture and by him were placed in a safe in his office to which he alone had the key, where they were kept until the morning of the crop report day. As soon as these reports were turned over to the chairman of the crop reporting board by the Secretary personally, he and the other members of the board, and a small force of experts clerks, computers, and a mimeograph operator, were locked in their rooms, an armed guard

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was stationed outside the locked door, all telephones were disconnected, and blinds were drawn and locked over the windows. Thus completely isolated from the outer world the Crop Reporting Board proceeded to make up the report. ^P The board was composed of the chief of bureau, three or four of his most experienced assistants, with two or more state field agents from important states. They sat about a long table, each with a copy of the data for the current month, for the previous month, and for the same month of the previous year, tabulated in parallel columns for each crop and state, and each member independently of his colleagues proceeded to make up an individual crop report representing his best judgment. These were then tabulated in parallel columns and a copy supplied to each member of the board so that he could compare his own judgment with that of his colleagues. Then the board as a whole proceeded to reconcile any differences that might be shown by the tabulation. As a general rule there was remarkable agreement in the judgment of the members. These reports were mostly expressed as a percentage of normal condition and did not mean anything to the individual members of the board or to the clerks working on the data in terms of production. When agreed upon the report was turned over to expert computers who converted the condition figures into terms of prospective yields. These were reviewed by the board and the results turned over to the expert mimeograph operator who set the report up in type and ran off the necessary number of copies.

Shortly before the hour and minute set for the release of the report the Secretary of Agriculture was admitted to the board room, and the report would be explained to him, and he would sign it. At the appointed time the chairman of the board, under

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guard, would proceed to a nearby room equipped with telephones in which were gathered representatives of the press associations and the commodity exchanges lined up at equal distances from the telephones assigned to them. A copy of the report would be laid face down in front of each telephone. Then there would be a tense pause which might last a minute or two but seemed much longer. On the stroke of the clock the chairman of the board would announce, "Get ready,"--"Go," whereupon the correspondents would leap to their telephones, flip over their copies, glance at them and immediately begin to call off the significant figures. In the various exchanges at New York, New Orleans, Chicago, Liverpool, and elsewhere, the wires were kept open, business was suspended, telegraphers were waiting, brokers were standing about, and if the report differed widely from the average concensus of opinion pandemonium would break loose with a rush of buying or selling orders.

I first realized the importance of the cotton estimates of the bureau at the second crop report meeting of the board over which I presided as chairman. At the last minute something went wrong with the duplicating machine and there was a delay of two or three minutes in issuing the report. It had scarcely been released when a telegram was received from the secretary of the New Orleans Cotton Exchange asking for the exact minute when the report was released. Later I learned that during the short delay at the Washington office the waiting telegraphers at the New Orleans Cotton Exchange were guessing as to what the report would show, that is, how many bales of cotton might be expected from the current crop. One of them scribbled some fi-

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figures on a piece of paper to represent his guess. An enterprising broker sauntering about caught sight of the figures and, thinking it was the official report, dashed in to the floor of the exchange and began to place orders. Other brokers, thinking he had the official report and without waiting for it to be posted, followed his lead. Within a minute or two the official report, which was quite different, was posted and the brokers who had acted prematurely sustained heavy losses.

As time went on, especially when our state field agents had acquired experience in judging crops and had organized sources of information, the confidence I felt in the general accuracy of the crop reports became stronger and stronger. It was most uncanny the way the final estimates of the enormous crop production of the United States checked with later estimates of shipments, consumption, and stocks, especially when one stopped to consider that they were based simply upon estimates of large numbers of individuals and that neither the production nor the areas on which it was grown were ever measured. The explanation, of course, was the accuracy of the averages of large numbers, the underestimates counterbalancing the overestimates so that the average was more nearly accurate than a large proportion of the individual estimates.

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So valuable is prompt information as to prospective yield of crops that a number of private crop estimating firms engaged in the business of supplying such information to brokers, merchants, bankers, and other business men. Most of

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I recall one such occurrence where a broker in Louisville, Kentucky, announced to the press that a certain crop reporting agency and several brokers in Chicago had advance information as to what the government crop report would be. Inasmuch as the government crop reporting board must, like Caesar's wife, be always above suspicion, I acted promptly. Within an hour after the allegation of a leak was brought to my attention I telegraphed the broker who had made the charge that he would be expected to prove it and to have his evidence ready at once because a spe-

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The Press.

Occasionally criticisms of the crop reporting service appeared in the press, usually based wholly upon ignorance or misinformation, and occasionally an editor seemed to have an active animus against the service. In every such case our state field agent was instructed to call upon the editor, explain to him in detail the system followed, the earnest desire of all officials and employees connected with the service to improve it in any way possible, and call upon him for constructive suggestions looking to betterment, and in every case to insist upon his cooperation. In every such case the editor admitted that he knew very little about the service, nothing about the details of the system followed, and had simply been barking up a tree on general principles in the hope that a

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State Cooperation.

Another important change was brought about, the elimination of conflict between state and federal crop reports. Many of the state governments had a department of agriculture and a crop reporting service of their own. The state crop reports were usually in charge of an untrained clerk and were made up and issued in a routine and perfunctory manner. The public, of course, had no means of knowing or judging the relative accuracy of the federal and state reports, which often differed widely and were therefore confusing. To correct this situation I instructed the field agents to call regularly at their state departments of agriculture and, in spite of coolness, aloofness, jealousy, and the like, to manifest an interest in the state crop reports, ascertain and record all possible information as to their sources of information and the manner in which their reports were prepared, appropriations, salaries, cost, errors, and the like, but above all to cultivate the good will and friendly

squirrel might pop out of his hole. The field agents were also instructed to cultivate the acquaintance of the press staff in their states and from time to time pass over to them stories and items of human interest that they picked up in their travels or correspondence, in addition to seeing that they got the official crop reports that had a news value. The result of this policy was that in time the service had built up a good will in the press of the country that was of inestimable value in protecting it against ignorant attack and in helping to inspire public confidence in the official crop reports, thereby contributing greatly to the value of the service.

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Another important change was brought about, the elimination of conflict between state and federal crop reports. Many of the state governments had a department of agriculture and a crop reporting service of their own. The state crop reports were usually in charge of an untrained clerk and were made up and issued in a routine and perfunctory manner. The public, of course, had no means of knowing or judging the relative accuracy of the federal and state reports, which often differed widely and were therefore confusing. To correct this situation I instructed the field agents to call regularly at their state departments of agriculture and, in spite of coolness, aloofness, jealousy, and the like, to manifest an interest in the state crop reports, ascertain and record all possible information as to their sources of information and the manner in which their reports were prepared, appropriations, salaries, cost, errors, and the like, but above all to cultivate the good will and friendly

feeling of the state officials and employes, so that when conditions were propitious they could propose combining the federal and state services under a cooperative agreement. This was uphill work for the field agents. Many of them reported a cool reception and a disinclination to discuss state work on the part of the officials; also they reported slipshod methods and many synecures. In only one or two states was a well organized system in charge of a competent official. However, as time passed the visits of the field agents were at first tolerated, then taken as a matter of course, and finally welcomed. One by one the officials of the states having crop reporting offices entered into cooperative agreements with us whereby a joint crop report was issued which, of course, corresponded with the federal report issued at Washington. This did away with the issuance of conflicting reports and strengthened both services by combining personnel and equipment and eliminating duplication of work and printing.

World Agricultural Statistics.

During the first few years of my service with the crop reporting bureau I was kept exceedingly busy with the innumerable details of the reorganization that was taking place. In addition I made an analytical study of agricultural statistics for both the United States and all other countries. I personally took the available published data and charted for a series of years the agricultural areas, production, imports, exports, surplus stocks and deficiencies, population, number of livestock, and prices, for all principal countries. This was a fascinating study and from it I got a fairly clear notion of the situation

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of world agriculture. As a result of this study and later experience I began to advocate the employment of crop experts at strategic points in agricultural regions in competition with the agriculture of the United States to keep the bureau constantly and quickly informed of the ~~of~~ conditions and prospects in those competing regions. *# The Consular Service.* Better cooperation was developed between the crop estimating bureau and the consular service abroad. In looking back through the statutes authorizing the crop reporting service I ran across a law passed by Congress in 1884 that had never been repealed and requiring United States consuls in foreign countries to report directly to the Secretary of Agriculture on all matters affecting agriculture. This statute had fallen into disuse and was forgotten. I brought it to the attention of Mr. Carr, head of the consular service in the State Department, who readily agreed that if we would provide the necessary instructions and questionnaires on specific subjects he would see that the consuls gave us the best of cooperation. This was done. As a matter of fact the consular service and the crop estimating service both had reason to desire cooperation; both were old services with their functions specifically prescribed by law; because both services were old they experienced difficulty in getting any increase in appropriations or salaries: and the comparatively new Department of Commerce and the Bureau of Markets were having enormous appropriations flung at them, more than their organizations could use effectively, and both were given legal authority to duplicate ~~the~~ much of the work of the older organizations, and were doing it without reference to the established services, as might be expected in

the earlier years, and were doing it badly.

Duplication.

7 There has always been an inexcusable amount of duplication of authority, function, work, expense, and resulting confusion and waste of public funds in the federal service due to the ignorance of Congress, but the worst example of inexcusable duplication I have encountered was that involved in the act of Congress creating the Department of Commerce authorizing it specifically to duplicate the commercial functions of the consular service. Some of the consequences in the earlier years were: The consuls as a rule were men of long experience and training and had established friendly relations with government officials and business men and knew all the sources of information at their stations. They were extremely valuable and efficient men, but because they belonged to an old branch of the service that was established when the scale of salaries ~~were~~ was low they received only from \$3,000 to \$5,000 a year. Then the new Department of Commerce began to send out young men as commercial attaches and trade commissioners with little or no experience in the foreign field, to promote American trade and incidentally duplicate the work of the consuls, and with authority to rent fine offices, purchase the best of office equipment, employ clerical and stenographic service, and draw salaries ranging from \$6,000 to \$9,000. With few exceptions these young and inexperienced men for many months had to obtain practically all their information from the consuls, and later they had to obtain it from the same sources as the consuls. Many inquiries from the United States were duplicated, that is, business men would either write to or have their representatives call upon both the Department of Commerce and the State Department, or some

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other department of the national government that would refer the inquiry to the Department of State, for exactly the same information, with the result that both the consul and the commercial attache at the same foreign station would ~~receive~~ be requested to obtain exactly the same information. Both would apply to the same source of information. In other words, the same government official, the same business man, or the same official of a bank or other corporation doing business in a foreign country, would be approached by both the consul and the commercial attache, or receive a written request from each, for precisely the same information and at about the same time. The foreign business man might not object to going to considerable trouble to compile information for a representative of the United States government, but he would most emphatically object to supplying the same information twice in succession to two representatives of that government. The natural result was that he was inclined thereafter to refuse to furnish any information to either representative. This inexcusable state of affairs caused untold annoyance and trouble. However, the good sense of the American consuls and their loyalty to the service, as well as that of the commercial attaches after they acquired a little experience and became a little less bumptious, led both to cooperate by agreeing to divide the field between them, each to be responsible for certain classes of questions and keeping each other informed by exchange of carbon copies and the like of what he was doing. Nevertheless, there remained the rankling discrepancy in salaries and equipment and the duplication in authority and work that has never been corrected.

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Statistics of Foreign Agriculture.

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At one time, in the 1890's, the old Bureau of Statistics of the Department of Agriculture had a representative at London who reported such data as he could collect regarding European crop conditions, supply and demand, prices, and market conditions. This representative was a Mr. Daugherty, a former newspaper writer. For lack of appropriation he was recalled and for several years edited a publication for the bureau entitled "Foreign Crops and Markets." This likewise was later discontinued for lack of funds. Since its foundation in 1863 the bureau had with persistent diligence obtained from all foreign governments their publications relating to agricultural statistics, and from private agencies all periodicals and books containing agricultural statistics, so that it gradually acquired the most complete collection of agricultural statistics in the world. From these were transcribed the statistics relating to the area and production of each crop, numbers of livestock and ^{quantities of} livestock products, and other pertinent data such as imports and exports, and a beginning had been made in translating and converting them into English and American units. I pushed this work through to completion before the ~~the~~ entrance of the United States into the great war, so that when that emergency arose the bureau had statistical tables for every crop and every country and every year since the first publication by each country, all translated into American units.

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of Sacramento, California. I remember when the invitation came from the King of Italy to send representatives to a convention to be held in Rome in the spring of 1905 to consider the question of establishing an international organization for agriculture. It was referred by the State Department to the Department of Agriculture and by the Secretary of Agriculture was referred to a committee of bureau chiefs. Opinions were divided, some being of the opinion that the whole scheme was visionary and impracticable and others thinking that perhaps something good might come out of it, but all agreeing that the United States, as the most important agricultural country, should be represented. Dr. A. F. Woods, Assistant Chief of the Bureau of Plant Industry, and Dr. A. C. True, Director of the Extension Service, were among those sent to the Rome meeting by the United States. The ^{assembly} ~~convention~~ at Rome formulated a convention or protocol authorizing or recommending the establishment at Rome of an International Institute of Agriculture to collect and disseminate information regarding world agriculture, especially statistical data and the results of scientific research, the Institute to be maintained by pro-rata contributions from the adhering governments. This protocol was signed by the assembled delegates in June, 1905. *H* Governments are slow and ponderous in their movements, except in time of war, and several years elapsed before a sufficient number of governments became treaty members of the Institute and their contributions were deemed sufficient to proceed with its organization. Also it became immediately apparent that no provision had been made for housing the Institute when organized. The Italian king came to the rescue and out of his

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own private fortune provided the funds with which to build in the beautiful park of the Villa Borghese a marble palace for the accommodation of the Institute.

All this took time and it was not until 1909 that the Institute was in a position to organize a permanent staff and proceed to function. Mr. C. C. Clark, then Assistant Chief of the Bureau of Statistics of the U.S. Department of Agriculture, was engaged to organize the Division of Statistics in the Institute, which he accomplished very satisfactorily.

Why the Institute was Established at Rome
and not Elsewhere.

The question is often asked why the International Institute of Agriculture was established at Rome instead of at Geneva, or London, or Paris, or Washington. The reasons ^{are these} ~~is this~~: Mr. Lubin, a successful merchant, philanthropist, and sociological dreamer, of Sacramento, observing that the prices of agricultural products were greatly influenced by crop reports, official and private, as well as by unfounded rumors, many of them instigated by interested dealers and speculators, and that such prices were really determined by a relatively small group of interested buyers and sellers, conceived the idea that inasmuch as the price of the bread grains and other essential agricultural products of the world affected every human being, the crop reports and statistics that had such a determining influence upon prices should be made and published by the disinterested officials and employes of governments, and that to insure their completeness, accuracy, uniformity, and dependability, the reports of each government should go to some central clearing house for

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setting up in world tables, comparison, summarizing, and publication for the benefit of all countries. He came to Washington and discussed his idea with government officials and members of Congress, and all said it was a good idea but visionary and impracticable. He met with the same response at London, Paris, Berlin, and Vienna. It was only when he presented his idea to the officials of the Italian government at Rome, especially after a personal interview with King Victor Emanuel, that it was agreed that the King of Italy should take the initiative by ~~making~~ inviting all governments to send representatives to Rome to consider Mr. Lubin's proposal. The assembled delegates that met in response to that invitation could do no more than recommend that the site of the Institute should be at Rome, the Eternal City, in which international gatherings had assembled through so many centuries of modern history and civilization.

Each of the adhering governments under its treaty agreed to supply data to the Institute regarding crop and livestock production, which in turn the Institute summarized and communicated directly to all governments and to the press. For ten years I signed the monthly reports that went from the U.S. to the Institute.

David Lubin.

Most interesting is the history of David Lubin, who by his prosely^gting zeal succeeded in getting his idea of an international clearing house for agricultural information adopted. He was the first official delegate from the United States to the Institute and held that position until his death in 1919.

While in Washington he called at my office several times during the war period and twice I had luncheon with him. He was a man of middle age and medium height, rather muscular develop-

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ment, with dark skin, eyes and wavy black hair tinged with gray. He was full of original ideas and so possessed by them that he did not hesitate to monopolize the conversation in a steady, rumbling, booming voice. To one disposed to listen it was all very interesting, but to high officials, senators, business executives and important representatives in Congress who were accustomed to having pretty much their own way, Mr. Lubin's monopoly of the conversation did not set very well. Nor did such ~~a~~ ^{men} relish being called by telephone or telegram to interrupt their affairs and come to his hotel. This explains why many of his ideas met with opposition, simply because he was their proponent and with apostolic zeal demanded instant and continued attention and the dropping of all other business. For example, when one of our Secretaries of Agriculture admitted Mr. Lubin for an interview on one of his visits to the Department, assuming that it was a courtesy due to the founder of the International Institute of Agriculture and the official delegate of the United States to that Institute, and thinking that perhaps a few minutes would suffice, Mr. Lubin promptly proceeded to tell the Secretary in deep rolling tones exactly what he thought the Department of Agriculture and the United States government should do for the Institute, and he went on and on for thirty minutes without any sign of stopping. The Secretary had other things of importance to do and had to excuse himself, and when his visitor departed he gave instructions to his private secretary never to admit that man Lubin into his office again. And yet the schemes he formulated and advocated were fundamentally sound but ahead of his time, such as international money, standard ocean freight rates, a system of direct marketing by

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parcels post, a card index of buyers and sellers, products and prices, to be kept in each postoffice and payments to be made by postal money orders; the federation of cooperative associations in each country and the linking up of these national associations throughout the world, the international association to arrange for the exchange of surplus products, to promote uniform legislation in the interests of agriculture, to raise the standard of living of farm families throughout the world, and similar schemes for the improvement of agricultural conditions. In the promotion of these ideas Mr. Lubin was extremely active by correspondence with agricultural leaders, editors, and others, and by interviews with public men wherever he happened to be.

His career was an interesting one. Born of Jewish parents in an European ghetto, he was brought to New York as a little child, learned to read, run errands, and sell newspapers; and as a young man became an itinerant pack peddler, and made his way across the continent to a mining camp in California; opened a small drygoods shop in a pine shanty one-half of which was occupied by a Chinese laundry, prospered, ultimately became a leading merchant in Sacramento, acquired wealth, was active in the support of charity and benevolent institutions and ⁱⁿ public affairs, and lastly was instrumental in bringing about the establishment of the International Institute of Agriculture at Rome. During his early career as a merchant he was one of the first to advocate and practice ~~of~~ the marking of all merchandise with a fixed price, a price that would cover cost, transportation, overhead, interest on investment, a fair profit, and

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Committees.

Mention has already been made of service on the building committee, the general supply committee, and the special committee to investigate the organization and methods of the Bureau of Statistics in 1913. After my transfer to the Bureau of Statistics in the autumn of that year I continued to serve for some months on the building and the general supply committees as chairman. In accordance with recommendations of the statistical committee an interdepartmental committee was formed to discuss ways and means of interdepartmental cooperation in agricultural statistics, the idea being to utilize all sources of information available and to avoid duplication, if any. This committee was composed of several representatives of the Bureau of Statistics and other bureaux of the Department of Agriculture, a representative of the Census Bureau, the Bureau of Labor, and the Department of State. The meetings were held in my office once a month and I usually presided. I supplied a program for the first three or four meetings and these were discussed from different angles. At each meeting I invited the representatives of other bureaux to suggest topics. As a matter of fact they did not suggest a single one, and running out of topics myself I allowed the committee to lapse.

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of Agriculture known as the committee on finance and business methods, of which I was chairman. The other members were Mr. A. Zappone, the disbursing clerk; Mr. Reese, the chief clerk; Mr. Ashley, who specialized on secret service matters in the Secretary's office. Later a representative of the Forest Service was added. The function of the committee was to revise the administrative and fiscal regulations of the department, to investigate special questions of administration and business methods referred to it by the Secretary, and to suggest improvements which, when approved by the Secretary, were to be embodied in the regulations of the department. The committee was authorized to call upon any bureau chief or employe for records, testimony, and cooperation. Meetings were held weekly or oftener for many years and the committee became an important factor in the development and administration of the department during a period of rapid expansion.

There were also innumerable special and temporary committees to consider and report upon special topics or to act in an advisory capacity, of which I was a member and often the chairman. From time to time, also, the chiefs of bureaux were called to the Secretary's office to consider ^{questions} ~~matters~~ of departmental policy. All these committee meetings and conferences consumed an enormous amount of time and energy, often when desks were piling up with matters in need of attention; and the results of such meetings often seemed disproportionately small and disappointing. However, it kept one from falling into a routine rut, ~~and~~ promoted better understanding and cooperation throughout the department, and enabled chiefs of bureaux to take a broad departmental view of public questions rather than a narrow

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Official Travel.

The years 1913 and 1914 ^{were} ~~had been~~ spent largely in reorganizing the office of the chief clerk of the Department and the Bureau of Statistics, which last involved changes in the work of the older field agents and the appointment of a number of new field agents when the title of the bureau was changed to Crop Estimates. Before the change took place the older field agents had been called into Washington and made familiar with the proposed changes in the crop reporting service. This meeting, the first of its kind for that bureau, was highly successful and it was planned to have similar gatherings in future. A part of the new system contemplated maintaining close contact between the administrative office of the bureau and the field men. This was a complete reversal of former policy, which was one of secrecy, the field men each working as an isolated unit with knowing or meeting any of his colleagues. In addition to the gathering of the agents and officials at Washington and group meetings in the field it was planned that the bureau officials should, at opportune times, visit the agents in their own states, inspect their records, data and methods, and if time allowed accompany them on a short field trip to see exactly how they worked. This would have the advantage of bringing the administrative officials in direct contact with field problems and crop conditions. In other words I deemed it of the utmost importance that the administrative officials and the field force should have a clear and sympathetic understanding of each other's practical problems and that they should meet often enough to keep on the friendliest and most cordial terms and thus work harmoniously together and

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develop esprit du corps.

This idea was impressed upon me by what I saw and heard in the Bureau of Plant Industry. Correspondence from one of the field specialists of the Bureau in charge of some experimental work in California showed that something was wrong with him. His reports were increasingly unsatisfactory and his correspondence ungracious and discourteous. This attitude was not characteristic of the man. Dr. Galloway, chief of the bureau, in the course of an inspection trip to the Pacific Coast made it a point to spend a day or two with this employe. He listened sympathetically to his tale of woe. After this visit the specialist became his old self again. His trouble was that he had been working entirely alone at his station for several years and not a single representative of the department had called on him and he had come to feel that both he and his work were forgotten. He became discouraged and downhearted, moody and rebellious. This visit of his chief, and later visits by other research workers of his bureau, effected a complete and a speedy cure; he no longer felt isolated, alone, and forgotten, but began to realize that he belonged to a great research organization for which he could work and in which he could take pride.

So it was I determined that the field men of my bureau should never be allowed to become discouraged and despondent by reason of isolation and lack of contact with their colleagues, and at the close of our first meeting I tried to make every man feel that the future development and success of the crop reporting service depended upon him individually as much as on others and that so long as we believed he was doing his honest best to contribute to the service he could feel that the entire

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personel and resources of the bureau would back him up, and that back of the bureau would be the resources and support of the whole Department of Agriculture, and the other departments of the federal government.

Dr. Jones was made chief of the field service with instructions to visit the field agents, examine their records, and work with them in the field, whenever he could be spared from the administrative office. Mr. Nat C. Murray, Assistant Chief, was primarily a research worker and preferred to stick to his desk and enjoy the comfort of daily routine and family life. I urged him to get out into the field, both for his own sake and that of the field agents, and in the course of time prevailed upon him to make an occasional trip, but not often. As a further means of promoting contacts I encouraged the field agents of adjoining states to keep each other informed of their itineraries and when convenient to arrange for a meeting near the state boundary and discuss their common problems. In our departmental conferences and meetings I urged upon the representatives of other bureaux the desirability of consulting out state field agents as dependent^{able} sources of information from whom they might expect the best of cooperation.

In May, 1915, I went to Indianapolis and spent two days with ^{Mr. George Bryant,} our Indiana field agent, one day in his office where he explained his system of records, tabulations, and methods, and one day visiting nearby towns and villages, observing the condition of crops and interviewing friends and acquaintances he had formed. I observed with interest how skillful the agent had become in approaching strangers and obtaining from them an expression of their opinion as to crop conditions, and

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how cautious he had to be to avoid being misled. I realized for the first time the usefulness of the telephone in his work. For example, he had interviewed several farmers on the street who gave him conflicting reports as to the condition of a certain crop. He mentioned this to a business man who was familiar with the county and had been entirely over it the week before. He stepped to his telephone and called up half a dozen of his friends in different parts of the county and within half an hour he had the opinions of experienced growers who were in substantial agreement.

From Indianapolis I went to Columbus and spent a day and a night with the Ohio field agent, Captain Cochrun. After a survey of his office we called at the local weather bureau station and I met Prof. Smith, who was in charge and who had done some excellent work in correlating weather and crop yields to determine the effect of the weather or the relation of the weather to crop production. In the afternoon we took a trolley ride to Circleville and Ashville and return over a stretch of fine farming country and comfortable homes, orchards, and woodlands. On the return trip we saw a gorgeous sunset. The whole western sky was aglow with flaming red that lit up the landscape until it softened and faded away.

Captain Cockrun was a most interesting and lovable gentleman. He came to us under unusual circumstances. A civil service register of eligibles had been established and we had not expected to appoint any one not born^e on the register. In the autumn of 1914 Captain Cockrun saw the Secretary of Agriculture and presented a letter from the War Department to the effect that he had been disabled in the military service and was no

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longer able to endure the hardships of military life, and expressing the hope that there might be some position for him in the Department of Agriculture to which he might be transferred that would take him out of doors and yet not involve too much physical exertion. The Secretary sent him to me and I listened to his story, which was that after graduation from the Ohio State University he had volunteered for service in the Spanish American War and ^awas sent to the Philippines where his company remained in service and took part in many skirmishes in cleaning up the islands. In one of them he was leading an attack on a ^anative brush stronghold and was badly wounded in several places. His men succeeded in getting him ^aaway and he survived to reach the hospital in Manila. Gradually he recovered ^{sufficiently to be} and ~~was~~ transferred to hospitals in the united States, but continued to be kept under observation because he developed symptoms of a peculiar poisoning. Because of his fine military record, ability, high character, and charming personality, the military authorities were loath to discharge him. Hence the effort to retain him in the government service in some position that he might fill satisfactorily without too much indoor confinement or strenuous physical exercise. When he called upon me it was with a sheaf of documents to substantiate his statements and I was so impressed by them and his modesty, his charming manners, and his assurance that if accepted he would concentrate upon crop reporting methods and the like, that I recommended his transfer, which took place within a few days. After spending a week with us in the bureau at Washington to become familiar with the administrative office and system, he was sent to Indianapolis to spend

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a week with the Indiana field agent, who accompanied him to his station at Columbus, Ohio, and help^{ed}_A make up the first state crop report. He easily mastered the technical details of the work and because it meant part time traveling over the state and part time in the office he was most happy in it. In less than two years he was regarded as one of our most successful field agents.

In company with Captain Cockrun I proceeded to Cincinnati by way of Dayton and Springfield. Between trains at Springfield I took advantage of the opportunity to visit a large nursery establishment near the city from ~~th~~ which I had purchased some plants of various kinds for Sunny Hill. At first I was inclined to believe that it might be an insignificant and obscure firm because I could not find their name in the city telephone directory, nor could any one tell me where they were located. At last a policeman said he thought he remembered seeing a sign bearing the firm name some miles out on the trolley line. This proved to be correct. There was a large sign ^a~~th~~_A could be seen for a considerable distance. The grounds were beautifully landscaped, and there were a number of buildings and several acres under glass. I talked with the manager and found that the company had a large tract under intensive cultivation, including thirty-five acres or more in peonies, many acres in iris and other perennial flowering plants, and that each year they propagated nearly thirty million roses; also that many small firms that issue seed and plant catalogues simply took orders and turned them over to this company to fill on a commission basis.

At Cincinnati I attended a meeting of the Ohio Millers Association and visited the Chamber of Commerce where I was in-

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That afternoon I proceeded to Charlestown, W.Va., where I spent the following day with our state field agent, ^{Mr. Hal Bryant,} and then returned to Washington.

Early in June with my wife I visited the field agent for Maryland, Mr. John Darg, at Bryantown, which is a small village near Waldorf, an equally small village some twenty miles from Washington. The trip to Waldorf was made by motor bus, where Mr. Darg met us with a ramshackle buggy and an equally dilapidated looking horse. Although we were badly crowded in the small vehicle we enjoyed the drive over a country road between a succession of poor sandy farms with tumble down buildings and abandoned fields overgrown with scrub pine. At his neat ^{cottage} ~~country~~ home, surrounded by trees, shrubbery, flowers, and a large vegetable garden, we were welcomed by his wife. He had fitted up a small room in his residence as an office and together we went through his records and files. He was one of our oldest field agents, sturdy and steady, and at the administrative office he was referred to as the "wheel horse," or as "Honest John Darg."

H His life story was interesting. He had grown up in dire poverty in a small village on the coast of Scotland, his principal article of diet being oatmeal porridge. Evidently he thrived on it because he became noted for his extraordinary physical strength. He chuckled as he told how as a young man he walked thirty miles to call on his sweetheart. Because of his poverty and her personal dislike his future mother-in-law opposed the match, and when in spite of her opposition the marriage took place she said she would never speak to him as long as he lived, and she did ^{never} ~~not~~.

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John Darg brought his bride to America, and in the course of time he became field agent for the Bureau of Statistics in Maryland. With his characteristic habits of Scottish thrift he had prospered in a small way and owned not only his comfortable cottage in the village of Bryantown but had acquired a small farm nearby. Some years after ~~his wife~~ he and his wife came to America they learned that her mother was in distress. Her husband and other relatives had died and she was left penniless. For his wife's sake Mr. Darg sent her the money to come to America and live with them. For many years she had been completely dependent upon him for shelter, food and clothing, and occupied a room in the second story, but in all those years she refused to break bread with him or to speak to him. *P* I was interested in Mr. Darg's description of nearby properties for sale and the asking prices. There were many farms and estates with fairly good buildings, cultivated fields, and woodlands, for sale at from five to ten dollars per acre within thirty miles of Washington. Of course there was a reason, which was that the soil was so poor that it could not be made to pay interest on the investment. After spending the day and the night with Mr. Darg he took us in the carriage to Waldorf and we returned to Washington by rail by way of Bowie.

About the middle¹ of June I left Washington on the Federal Express for Boston. The next morning the train crossed Connecticut and Rhode Island and arrived at Boston about noon. There I was met by our field agent for the New England States, Mr. Sanders, had luncheon with him, inspected his records, and in the afternoon we left for Aroostook County, Maine. The next

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morning we woke up in southern Maine traveling through a region of beautiful evergreen forest and for several hours within sight of stately Mount Katadin and beautiful lakes. We reached Houlton in time for dinner, after which we interviewed a number of potato dealers and several growers. I was impressed with the fine state of cultivation of the fields, the comfortable looking houses, the large and substantial barns, and the magnificent horses. I was told that the farm horses have to be large and strong to do the work required of them during the brief growing season. As is well known Aroostook County is one of the leading white potato growing regions of the world. Soil and climate seem to be especially favorable and because the winters are so cold and long the crop is practically free from diseases and insect pests that cause such heavy losses and cost so much to combat farther south. For this reason a considerable portion of the Aroostook crop is reserved for seed. It is a one crop county and like other one crop regions, such as cotton counties in the south or wheat counties in the northwest, the producers find themselves in a serious situation whenever the crop fails or the price falls below cost of production, which happens whenever a large crop is grown in other states. Probably no other crop so well illustrates the alternate swings in production and prices as potatoes. The statistics of potato production and prices for more than a quarter of a century show that a year of relative small production and high prices was followed by a year of overproduction and ruinously low prices, in the aggregate the smaller crop selling for more than the larger crop. It is in years of relatively low production for the nation as a whole that the Aroostook County growers

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~~from~~ profit from the high prices and their own heavy yields. But they suffer correspondingly in the alternate years when prices fall so low as to scarcely pay the cost of digging.

Because of these off years a secondary industry had developed in an effort to make use of cheap potatoes as raw material by converting them into starch or flour. When the price of potatoes fell below forty cents a bushel the growers were able to cut down their losses by hauling their potatoes to the starch factory. The equipment and process of making starch from potatoes are very simple. The tubers were reduced to pulp and dumped into large tanks partly filled with water. After standing a certain length of time the pulp disintegrates and the cells of starch settle to the bottom of the tank, the liquid is drained off, and the oozy mass is artificially dried and emerges as irregular chunks of snow white starch. Potato flour is simply potato starch finely ground. It is largely used by bakers in making cakes.

We left the same afternoon for Bangor, where we spent the night.

Leaving Bangor in the early morning hours we made our first stop at East Auburn, where we attended a meeting of the Fruit Growers Cooperative Association with a group of buyers. The meeting was held in the packing house of the association and was well attended. Upon request of the chairman I briefly described the aims, objects, methods, and value of the crop reporting service, ending with a plea for cooperation. In an adjoining room the wives of the members had spread a dinner that was a delight to the eye and very satisfying to the taste. The tables

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were piled high with good things to eat, such as baked chicken and gravy, baked potatoes, ^{baked beans,} fried fish, vegetables, white bread, rolls, and ~~hm~~ biscuits, yellow butter, all kinds of jellies, jams, preserves, dainties, ^{my} pumpkin pies, sweet milk, butter milk, cottage cheese, cream, coffee, cakes and pies of all kinds, doughnuts, cranberry sauce, canned blueberries, and other delectable things.

From East Auburn we were whisked away in an automobile to a railway station a few miles distant where we caught a train for Boston. En route to the station ^I was interested in the small farm homes, the old apple orchards, the stone fences, and the wild apple trees along the stone fences and even in the woods.

The next day was Sunday which Mr. Sanders spent with his family and in catching up with his office work. I took advantage of the opportunity to visit the Arnold Arboretum. We had intended to inspect a cranberry bog in the afternoon but rain prevented. In the evening we took a train for Vermont.

The next morning we arrived at St. Albans in time for breakfast. Here we hired an automobile and drove to the office of the county agent and thence to Presque Isle, ~~where~~ ~~went to take train for Burlington.~~ ~~At Burlington we interviewed~~ ~~the state official~~ and thence down along the eastern shore of Lake Champlain ~~to~~ to a small railway station, where we dismissed our driver and later caught a train for Burlington.

Two incidents of this trip stand out in memory, aside from the beauty of the lake and the hills of Vermont. In the forenoon, while in the Ford car, we came slowly over the crest of a rather

steep hill. As we started down on the other side we saw a team and wagon start down the opposite slope towards us. It was a narrow country road with banks on both sides. As the team descended it first broke into a trot, then into a gallop, and then into a run, and by the time it reached the bottom and started up toward us the team appeared to be out of control and running away. Our driver had pulled as far to one side as he could and stopped the machine. A collision seemed so imminent that I climbed hastily over the door and up the bank by the roadside. I confess I felt a little foolish when the big team of horses slowed up before reaching us and was able to swerve to one side and miss hitting the car. My action was so instantaneous and instinctive that I hardly knew what I was doing except that I was seeking safety and did not propose to sit quietly in a small car while a heavy team and wagon were approaching at full speed in a space so limited that the two vehicles could barely pass one another.

The second incident was the difficulty we had in getting something to eat at the little railway station where we had to wait two or three hours to take us to Burlington. It was noon and we asked the proprietor of a small country store if there was a restaurant, hotel, or boarding house in the hamlet. He assured us there was none. I asked him if he thought any of the people living in some nice houses we saw scattered about would take us in, with the understanding that we were government officials and willing to pay for a dinner. He thought not. I asked him if he would be good enough to telephone some of them and find out. He did so and got a negative reply. The storekeeper was civilized enough to apologize for the lack of accommodations,

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the lack of hospitality on the part of his neighbors, and also for the absence of his wife who was away for the day, otherwise he would invite us to take luncheon with them. I proposed to my companion that we buy a box of crackers and some cheese and sardines. We were about to do so when the proprietor invited us to lunch with him, if we did not mind a scrappy meal. He was so urgent that we accepted. He took us to the family apartment ~~up~~ above the store where we were made comfortable while he set the table, warmed over a chicken stew and some ~~x~~ potatoes, and made coffee. He exerted himself and refused to accept any pay. In thanking him I expressed the hope that he would visit Washington some time and give me an opportunity to repay him in kind, and that his courtesy and hospitality were in such striking contrast to the attitude of his neighbors we would never forget it.

We spent part of the afternoon in Burlington and met a number of the State officials. In the late afternoon we proceeded to Rutland where we spent the night.

The next morning we went to South Deerfield and Hadley from which place we drove by automobile to the State Agricultural College at Amherst and interested the various officials interested in crop estimates. Here I separated from Mr. Sanders and proceeded to Albany where I spent the night. HP After supper I walked about on the streets and looked at the State capitol building from the outside. On returning, as I approached the hotel in which I was stopping, a neatly dressed and very attractive young woman greeted me as an old acquaintance. I paused to look at her and she asked if I would buy her a sandwich. She led me to a basement restaurant and bar under a large building, probably a hotel, and a waiter showed us to a small room

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to one side in which was a small table, a few chairs, and pictures on the wall. The lady removed a wrap and we sat down on opposite sides of the table. I ordered a sandwich for her and a glass of beer for each. I observed that she did not seem to be very hungry, but drank the beer. She asked for cigarettes and I ordered a package for her. Also a whiskey and soda. Each time she reminded me to tip the waiter. To start the conversation I began to ask her questions about herself, where she came from, whether Albany was her permanent home, whether she was married, and so on, but her answers were evasive. ~~Then she began~~ I could see that she was studying me closely. She began to ask me about myself. I told her frankly that I was married and lived in Washington, D.C., but evaded other questions as to my business or my income, where I was stopping, or how long I expected to be in Albany. She was inclined to be very dignified, but asked for another whiskey and soda. I noticed that when she asked for anything she smiled and leaned forward on the table so that I could glimpse her alluring breasts. Then she confided that she was supporting a widowed mother and an orphan sister (?) and had a hard time to make both ends meet, and would I give her money enough with which to buy a pair of silk stockings. As I ^{ap-} appeared to hesitate, she arose and came around to my side of the table and slid into my lap. She wound her hands about my neck and looked into my face with a provoking smile and said, "You will get poor me a pair of nice silk stockings, won't you?" I said I didn't know what size she wore. "I'll show you," she replied, and lifted her skirts above her knees, disclosing a shapely pair of legs clothed in close fitting silk stockings.

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Just then the waiter returned and she promptly resumed her seat on the other side of the table. I asked for the bill and when it came I saw that it was twice as much as it should have been. I paid it without protest, thinking that probably the woman was attached to the restaurant and it served me right for having allowed her to wheedle me. Again she asked about the silk stockings. I expressed ~~xxxxxxx~~ profound regret that because I was married to a nice little wife and was the father of two orphan children (adopted) and could not afford to supply them with silk stockings, I hardly felt justified in buying a pair for a strange lady. She looked at me steadily for a moment, wriggled about in her chair, shook her beautiful breasts at me, ~~forxxxxxxx~~ and with a provocative smile asked if I would not like to take her out to a country club. For information I asked where, what, and how much it would cost. She called me a Yankee and said that the club was very exclusive and was about ten miles out over a good road, that an automobile and driver to take us out and back would cost twenty dollars, a room from five to ten dollars, if we danced I would be expected to tip the musicians, say five dollars; a midnight supper would cost at least ten dollars, and as much more as I cared to spend on champagne. And for yourself, I asked, "What would the lady in the case expect?" She replied, "A pair of silk stockings, and anything else the gentleman might wish to put in them." "It all sounds very alluring" I said, "but there is one insuperable obstacle--I never take a real lady to such a place without full dress uniform, decorations, and either cash or a check book, especially where I am not yet known: unfortunately I left my uniform and check book at home, because this is a business trip,

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and I have only enough money to pay my way back to my base of supplies. I am profoundly sorry that I shall have to forego the pleasure."

She shook her head and showed more good humor than at any time, and said, "Not so dull; but how about those silk stockings?" "How the feminine mind clings to ideas," I replied, "can't you realize that in the course of our interesting conversation I have forgotten the size you wear?" "Oh, is that all," she answered, and with that she arose, shook herself, approached me, stooped low so as to expose her breasts, and then stood up and leaned backward with her skirts lifted to her waist. Unquestionably she was a beautiful creature, shapely, graceful, and well dressed. Then, alternately advancing and retreating, stooping forward and straightening up, and an occasional waltzing movement, but always beyond my reach from my chair, she asked "What about those silk stockings?" Her persistence and display both amused and pleased me, so that I said, "My dear, what I said about the check book and money was true; money talks, but I have so little that you can't hear it whisper; the best I can do is to give you one dollar as an instalment on the debt I owe, hope that I may have more for you the next time I come to Albany, and thank you for a ^{very} pleasant hour on a dark night in a strange place, and bid you good night and pleasant dreams, and better luck next time." She seemed a little disappointed, but smiled, and we separated. As I walked to my hotel it occurred to me that it would be a good thing if girls before they married were taught how to entertain their husbands as this woman had tried to entertain me.

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(1915)

E--810.

The next day was spent with our New York State field agent, Mr. Kelsey, at his home in Camden. In the afternoon we inspected crops in the neighborhood of Camden and Williamstown and spent the night at Oswego on the lake. I was much disappointed at the poor farms and unpainted dilapidated farm buildings that I saw. In the neighborhood of Oswego, however, there was a small section devoted to small fruits and vegetables that seemed more prosperous. The next day we drove to Baldwinsville to inspect tobacco fields and apple orchards: then to Syracuse/and down along ^{Cayuga} the lake to Ithaca where I spent the night. *RP* I enjoyed my trip with Mr. Kelsey. Prior to becoming field agent for New York he had been chief clerk of the bureau in Washington, we knew each other well, and had many mutual acquaintances. He was a fat man and jolly. The weather was getting warm and he perspired freely and seemed to have an unquenchable thirst. At every opportunity he went into a drug store for sodawater and ice cream. Although I liked him very much, I sized him up as an embryo politician, not at all interested in the technical side of crop estimating or public service, and arranged to eliminate him at the earliest opportunity. This might seem ungrateful, but to me the ideal of public service was becoming paramount.

I spent a day at Ithaca in company with Dr. B. T. Galloway, former chief of the Bureau of Plant Industry and Assistant Secretary of Agriculture, who had resigned in protest against the attitude of the Committee on Agriculture on the question of salaries and promotions for the administrative and scientific staff, and was now Dean of the College of Agriculture of Cornell. It was a happy day. Together we inspected the buildings and

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(1915)

E--811.

equipment of the college, the laboratories, the experimental horticultural and agricultural plantings, and various specialists explained their projects to me. We had luncheon in the restaurant operated by the department of home economics and supper with the ^afamily at Dr. Galloway's residence. I was impressed by the beauty of the lake and the surroundings of Ithaca and could not help but envy the young people who had the opportunity to spend four years of their lives at the university. I wondered how many of them fully appreciated it.

I spent the night at a small hotel in Elmira and the next morning proceeded to Harrisburg, where I expected to have been met by our field agent for Pennsylvania and New Jersey, Mr. Morgan, but he failed to receive my telegram in time. I inspected the magnificent State capitol building, the park surrounding it, and the river front, had luncheon, and went on to Philadelphia. There I inspected the office and records of Mr. Morgan and reviewed his work for the past season.

The next morning we crossed the river to Camden, New Jersey, hired an automobile, and drove out into the surrounding country to inspect the truck crops and a few cranberry bogs, which were the first I had seen. The water had been drained from the swamp and the low growing vine-like plants were then in blossom. In the afternoon I returned to Washington with a pretty clear idea of the agriculture of the New England and adjoining states.

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(1916)

E--812.

During the spring of 1916 I was kept busy with the monthly crop reports and attendance on various committees. In May I attended the Conservation Congress at the Willard Hotel and sat between Forester Pinchot and Mr. Scofield; was a delegate to the Peace Conference, where I heard addresses by President Wilson and Secretary of War Baker; and was an invited guest to a banquet given by the Tobacco Merchants Association.

In June several of the field agents expressed a desire to enlist in the voluntary military service in the Mexican campaign. In July I prepared an article on the crop estimating service for publication in a college periodical, and in August an article on the same subject for a newspaper syndicate.

In September I ~~took~~ made an inspection trip by way of Cincinnati and stopped first at Lexington, Kentucky, where I met our field agent, Mr. Moore, and the officials of the State Agricultural College. Near Lexington we inspected some of the magnificent horse breeding and dairy establishments and I greatly admired the beautiful landscape, blue grass meadows, fine farm buildings, neat plan^k fences painted white, and the beautiful specimens of horses and mules, among the finest I have seen anywhere in the world.

I spent the night in Louisville. After supper I walked about through the business section to get an impression of its appearance. I recall that on the way back to the hotel I stepped into a saloom from which sounds of revelry emanated. I took a seat at a small table to one side and ordered a glass of beer. The place was crowded and the hilarity was caused by the actions of two tipsy men who were playing with a beautiful octoroon at

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The next forenoon I inspected the State Fair, but did not think much of it for a State affair. In the afternoon I made the trip across Kentucky, noting with interest the beautifully rounded limestone hills and the many curious depressions in the fields and meadows. It was a lovely afternoon ride.

At Clarksville, Tennessee, just across the border, I was met by our tobacco specialist, Mr. Killebrew, and spent the night with him and his wife as their guest.

The next day we inspected numerous tobacco fields and curing sheds along the Cumberland River and the whole process of growing and curing tobacco was explained to me. In the afternoon Mr. Killebrew and I proceeded to Nashville.

We spent the following day with our field agent for Tennessee, Mr. Morris, who exhibited his records and discussed crop estimating problems in his state. That afternoon I proceeded to Memphis, where I inspected the remarkable cotton ware-

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houses and the ingenious system and devices for handling cotton whereby five hundred pound bales could be whisked to any given spot in the acres of floor space as quickly as cash is whisked about in a department store.

I spent the night in ~~Memphis~~ Memphis. I recall that early in the morning I had an attack of ptomaine poisoning, caused by some fish I ate the evening before. I was greatly distressed not only from violent griping pains and spells of dizziness and blindness but by the thought that I might not be able to keep to my itinerary schedule. I managed to dress and get out on the street. A severe attack came on and I clung desperately to a lamp post, vomited freely, and suffered mental distress at the thought that my plight would surely be misinterpreted. However, it was too early for the stores to be open and the street was nearly deserted. After I recovered sufficiently to stand alone I made my way to a drug store, only to find it closed. I walked around the square, hoping to find another open. I returned to the first drug store and by dint of ringing a bell I succeeded in arousing a sleepy attendant. I explained that I was desperately ill with intestinal trouble and asked him to mix up some medicine according to a formula I remembered to have seen in Dr. Hall's "Family Doctor," that had been used in our family for stomach troubles--equal parts of ^{spirits of} camphor, rhubarb, and laudanum. The clerk demurred at first because of the laudanum, but another attack coming on he saw that something had to be done and proceeded to ~~mix~~ fill my prescription. At my request he produced a glass and a teaspoon. I mixed one-third of a teaspoon full of the mixture with one-fourth of a glass of water, stirred it up and drank it off, and got almost instant relief. I ate

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no breakfast, of course, but after taking a second dose of the sovereign remedy my troubles were~~d~~ over, and ^J_^ was able to proceed to Greenville, Mississippi, through a portion of the rich cotton delta lands. In the late afternoon I walked out on the levee and gazed across the ~~broad river~~ turbid waters of the mighty Missississippi.

The next morning I went by train to Carrollton where I spent the day with our Mississippi field agent, Mr. Shaw. I was especially desirous of meeting him because some months after I joined the bureau I learned that he was totally blind. I expressed astonishment that a blind man could serve as a crop estimator. Then it was explained to me that he had entered the service many years ago as a young man at a very low salary but had succeeded admirably. At that time the duties of his office were light and part of his time was employed as manager of a large ~~estate~~ plantation on which were employed many negroes. One afternoon one of the negroes asked permission to leave in order to recover a pig that had been stolen from his pen by another negro that lived in a log cabin back in the woods. Mr. Shaw said no, that he himself would call on the thief and make him return the stolen pig. He rode out to the cabin and hailed the inmates. The thief responded by firing a shotgun through the partly open door. Mr. Shaw was peppered with shot and both eyes were punctured so that he became totally blind. He ~~s~~ was a poor man and needed the small salary he received from the government and he decided to continue making up the monthly crop report for his state without letting the administrative office of his bureau know of his misfortune. He was living with his mother and she agreed to lend him her eyes. She read off the list of names and

no breakfast, of course, but after taking a second dose of the sovereign remedy my troubles were over, and was able to proceed to Greenville, Mississippi, through a portion of the rich cotton delta lands. In the late afternoon I walked out on the levee and gazed across the ~~marshy~~ turbid waters of the mighty Mississippi.

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addresses of the crop correspondents and he managed to address the envelopes on a typewriter. It was easy for him to insert the questionnaires in the envelopes and seal them. When the returns were received back his mother opened the mail and arranged the replies by districts in accordance with instructions. Then as she read off the condition figures for each district he set them down in the proper columns with a lead pencil. His mother would then read them off slowly to him and he would add them mentally, noting the result at the foot of the column, and striking an average, which he also wrote down. These results were supplemented by weather reports and crop notes in the newspapers which his mother read to him. To supplement this information he traveled from time to time, called on his friends in towns and villages, and by telephone talked with farmers, dealers, and others about crop conditions, prices, and the like. He had made many warm friends and they were only too glad to go out of their way to help him. He knew his state so well that by ~~with~~ the aid of current information and his monthly condition reports he was able to visualize the appearance and condition of crops and to estimate quite accurately their probable yield. With intensive practice he was able to write his monthly crop reports and comments on a typewriter with very few errors. It was not until Dr. Jones of the administrative office called on him unexpectedly some months later that Mr. Shaw's misfortune was known. It was feared that if the public knew about it, or if the newspaper men ever found it out, the crop reporting service would suffer much discredit from the fact that it had in its employ a state field agent who was totally blind. The sympathies of the administrative officials were involved and they did not have the

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heart to displace their blind employe and friend who had made such an extraordinary and gallant effort to render public service.

When I dismounted at the little station at Carrollton there seemed to be no one expecting me. I walked around to the other side of the station where a number of carriages with ~~unattractive~~ ~~unlooking drivers~~ dejected looking horses were tied up to a hitching rail. A colored youth, seeing me with a grip, stepped up and asked if I was looking for Mr. Shaw, and then conducted me to a carriage at the end of the line by the side of which was standing a fine looking man whom I perceived was blind. Apparently he was about forty years old and in the prime of physical manhood, but his hair was nearly white. His manner was urbane, courteous, and confident. He welcomed me to Carrollton, which was a small village in the woods of the hill section of Mississippi, surrounded by scattering small farms on which the inhabitants eked out a poor living because of the thinness and poverty of the soil. The colored boy drove us about a mile through the woods over a fairly good road. Mr. Shaw asked about his friends in Washington and from time to time would remark that last year he had supervised the construction of this road, that in such a year he had superintended the construction of this bridge, calling my attention to this and that object of interest quite as if he could see it.

Arrived at his home he walked about with the same confidence and certainty as one who could see. The house was made of logs and had a large open fireplace. It was surrounded by a neat picket fence, trees, a plot of grass, a profusion of flowers, and a grape arbor. Back of it were several small fields surround-

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ed by woods. He introduced me to his mother, a little white haired, mild mannered, old lady, who became very friendly and talked freely when she found I was sympathetic. The interior of the house was plainly furnished and in the living room was Mr. Shaw's desk, papers, filing cases, card index, and typewriter. He explained his system of records and filing very clearly and in a most business like way, and from time to time would pull out a drawer, run his fingers over the index tags and draw out a paper with a high degree of certainty and celerity.

We had an excellent dinner, cooked and served by a neat colored girl, after which Mr. Shaw showed me over his place. With a ^{came} ~~one~~ in his hand we followed well beaten paths from one little field to another. At each he would stop and explain the system of rotation that was followed, describe the growing crop, and with his stick he would point out a fruit tree or a pecan nut tree and tell me when he planted it and the difficulties he had encountered. The longer I was with him the more I was impressed by his remarkable powers. He seemed to have developed a sixth sense in lieu of his lost sight. He could point unerringly to a bird and describe it if only he heard the slightest sound from it. He would point to insects in the grass that otherwise I would not have seen. More wonderful, still, he could describe fairly well the physical characteristics of persons whose voices he heard, and sometimes even the color of the clothes they wore--at least he and others professed to believe that he could. To demonstrate, he described me and the ~~clothes~~ ^{clothes} I wore. I confess I was sceptical, because it was so much easier to believe either that he was not completely blind or that some one,

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probably his mother or the colored driver, had described me to him. However, I was assured by several people that he was totally blind, and I could not recall that we had been separated even for a moment since we met at the railway station so that there was no opportunity for any one to speak to him alone during my stay. In spite of my very natural scepticism I could not help being impressed with his very remarkable ability and practical efficiency.

I spent the night at Winona, and then next day went to Vicksburg, and thence to Jackson~~ville~~, where I interviewed the State Commissioner of Agriculture. Here I was met by Mr. ~~Ramie~~ Pryor, our cotton crop specialist, and in his company went to his home at Laurel. There we inspected the plant of a large lumber company that owned several hundred thousands of acres of pine lands. In the evening Mr. Pryor explained his system of records, his methods of obtaining information, and his special problems.

The next afternoon I hired an automobile and driver to take me about forty miles across country through the clay and sand hills, mostly covered with native forest trees festooned with long pendant wreaths of gray moss, to Waynesboro, where lived our state field agent, Mr. Ramie. Mr. Ramie was a genial host, having been successively county superintendent of schools and sheriff, and with him I spent an interesting evening discussing agriculture and rural life in Mississippi.

In the afternoon of the next day Mr. Ramie took me in his car across the Alabama State line to a small railway station where I caught the train for Mobile. All I remember of Mobile is the large, twisted live oaks with their small evergreen leaves,

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dark colored corrugated bark, and festoons of pendent gray moss. This gray Spanish moss is present on most of the trees along the Gulf coast and to me is very depressing. As an experiment I brought some of the moss, attached to the bark from which it grew, to Sunny Hill and attached it to different kind of trees, but none of it grew. I met with the same disappointing result in trying to get some mistleto seed to grow on trees at Sunny Hill.

Enroute from Mobile to Montgomery I was joined by Mr. Gist, field agent for Alabama. The next morning I accompanied him to his headquarters at Auburn. There I inspected his records and met several of the professors at the State College of Agriculture and Experiment Station.

In the afternoon I proceeded to Atlanta and spent the night. The next morning I spent with our state field agent, Mr. Petit and later we visited the weather bureau station. I spent the evening with the Director, Mr. von Hermann, whom I had known in Washington. The next day I returned to Washington by way of Valdosta and Savannah.

Private Cotton Estimates.

In October the president of a National Association that specialized on estimating the cotton crop called at my office. He was something of a character and some years previously had conceived the idea of organizing the ginner's of the cotton states into an association to promote their common interests, and incidentally to issue cotton crop estimates in advance of the government's reports. In the early stages he succeeded in building up a considerable membership, but they gradually dropped

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out until nothing was left but the president and a supply of stationery. However, through his contacts while the association was forming he continued to receive reports from ginnermen and others which enabled him to make up a cotton report monthly throughout the cotton season, and special reports at other times if anyone would pay for them. He had a desk in New York City and some brokers subscribed for his reports. He had lived in the west and in the Indian Territory before it was organized and claimed to be a dead shot with a pistol. His essential characteristics were effrontery, bluff, and bravado. He was an interesting conversationalist and I proved to be such a sympathetic listener that before he knew it he was describing his system and methods in detail. He admitted he would supply cotton brokers and speculators with any kind of a report they desired, with the saving clause to the effect that crop ~~reports~~ conditions were subject to interpretation and always liable to change, and therefore he felt justified in selling interpretations that would be most useful to his client. When his advance cotton estimates were confirmed by the government reports he praised the service in letters to his correspondence, taking to himself much credit for having forecast the government report; but with equal freedom he did not hesitate to criticise the government service when its ^{reports} differed from his. At headquarters we regarded these effusions and outbursts with tolerance on the theory that they really did not count and could be disregarded. Not so with our cotton crop specialist, Mr. Pryor. On one occasion after his visit to my office the "president" of the phantom association severely criticised Mr. Pryor as being subject to improper influences and as having misled the bureau

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Other activities.

In December a number of representatives of the press called to interview me regarding the rising cost of living, I addressed a meeting of county agent leaders on the use of crop reports, appeared before the agricultural committee of the House of Representatives in support of my estimate of appropriation for the next fiscal year, and at the request of the committee prepared a detailed statement regarding the sources of information upon which the crop reports were based and their degree of accuracy.

It was in December, also, that we took into our home ~~the~~ Thelma, the six year old waif whom we later adopted. In this month I first began to suffer from neuritis in my neck, right shoulder and arm. I felt it coming on for several weeks but thought it was only a slight touch of rheumatism that would soon pass. Instead, it grew rapidly in intensity until the pain became almost unendurable, comparable only to a violent toothache, interfering with my work by day and with sleep at night. I consulted a physician who sent me to a specialist for electrical treatment. This treatment alleviated the pain some-

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what while being administered, but the effect passed off within an hour. I was rapidly becoming incapacitated by the excruciating pain and inability to eat, rest, or sleep. I was in a desperate mood when I returned to the physician and demanded some relief. He gave me a hyperdomic injection and a prescription for a sleeping potion. Then he suggested that possibly the source of the trouble was my teeth, although ~~in~~ so far as he or I could judge they were perfectly sound. He sent me to a dental specialist who took some ex-ray photographs. These disclosed a diseased condition at the roots of four upper teeth. When these were removed all trace of the neuritis disappeared within a week. I have since wondered if a large part of the so-called rheumatism in its various forms from which so many people suffer may not be due to their teeth.

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